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| **English only** |
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| Contribution by Australia, Bulgaria (Republic of), Czech Republic, France, Greece, Lithuania (Republic of), Portugal, Romania, United Kingdom of Great Britain and Northern Ireland and Sweden |
| RESULTS-BASED MANAGEMENT (RBM) TO BE APPLIED IN DEVELOPING THE ITU STRATEGIC AND FINANCIAL PLANS 2028-2031 |
| **Purpose**This contribution invites the Council Working Group on Strategic and Financial Plans to consider using the Results Based Management approach in structuring and developing the Strategic Plan 2028-2031 and the respective Financial Plan 2028-2031.**Action required**This proposal is transmitted to the Council Working Group on the strategic and financial plans 2028-2031 for consideration. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References***Council Resolution 1428 (ref. Doc.* [*C24/139*](https://www.itu.int/md/S24-CL-C-0139/en)*); JIU/NOTE/2017/1 – Results-Based Management in the United Nations system, High-impact model for results-based management. Benchmarking Framework, Stages of development and Outcomes; Document* [*CWG-SFP-1/INF/3*](https://www.itu.int/md/S24-CWGSFP1-INF-0003/en) *– Insights from UNESCO and UNIDO; Resolution* [*151 (Rev. Bucharest, 2022)*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-151-E.pdf) *on improvement of result-based management in ITU* |

Introduction

The International Telecommunication Union (ITU), as the UN agency for telecoms/ICTs, is working towards universal connectivity and digital transformation to benefit all. As never before digital technologies have the potential to address the world’s most pressing challenges and accelerate progress on the Sustainable Development Goals (SDGs). ITU needs to be fit for the rapidly evolving future. The ITU Strategic Plan is the main driver of its activities.

Council Resolution 1428 takes into consideration the need to initiate the preparation of a draft new strategic plan for the Union and resolves to establish a Council Working Group to develop the draft Strategic and Financial Plans for consideration by the 2026 session of the Council and presentation by the Council to the Plenipotentiary Conference to take place in 2026 (PP-26).

One of the tasks of CWG SFP is to propose ways to link the draft Strategic and Financial Plans with the operational plans and biennial budgets, in accordance with the results-based management and results-based budgeting principles and the provisions of Resolution 151 (Rev. Bucharest, 2022) on Improvement of result-based management (RBM) in ITU.

Proposal

ITU is facing several challenges and deficiencies in planning and delivery processes that affect the efficiency and effectiveness of its tasks and activities and may hinder the implementation of its objectives. Efficient management in planning, budgeting, implementation, monitoring, evaluation and reporting at all levels of the ITU Administration are crucial for successful outcomes and implementation of the strategic goals of the Union. In order to achieve this and to further ensure transparency on prioritization across the organization and effective resource allocation, the ITU in its Financial Transformation Plan (doc. C23/50) states that it will continue its efforts to implement RBM, something that will require significant work and is part of the transformation roadmap to achieve organizational excellence.

To better perform its role, in a transparent and accountable manner, ITU would benefit from improvements in its approach to planning, performance and management.

To achieve organizational excellence, some changes of the existing strategic framework have to be implemented following the results-based management (RBM) approach when developing the next ITU Strategic Plan. The structure of the ITU Strategic Plan should include some new important elements, such as:

– organizational results framework, with clear objectives and indicators;

– identification of clear and measurable objectives for ITU;

– establishment of quantitative performance indicators and related qualitative assessment measures with associated baselines and targets – relevant, applicable and enforceable by the administrative units of ITU.

The Strategic Plan should further envisage provisions for its efficient implementation, such as:

– regular (once every 6 months) monitoring and assessing progress towards the achievement of results;

– measuring of cost-effectiveness;

– linking objectives to work plans and projects, and staff performance appraisal;

– performance-based rewards and funding;

– identification of challenges and risks and ways to implement remedial actions within the 4-year period of the Strategic and Financial Plans.

To ensure proper implementation and further improvement, it should be foreseen to establish a monitoring and evaluation system to regularly collect data and compare targets with actual results and enhance learning, responsibility, and accountability both of the Union as a whole and each administrative unit of the Secretariat and the three Bureaux. The performance information should be used for internal accountability, learning and decision-making, as well as for reporting to members, stakeholders and partners.

The Strategic Plan should benefit from a structure with main objectives (and indicators) rather than a very detailed set of intended results. These main objectives/priorities could be detailed at the operational level to fit in the most efficient manner the available resources, both financial and human, and be flexible in order to reflect any changes in the availability of the resources.

The ITU Financial Plan, the operational plans and the biennial budgets should reflect the results-oriented structure of the Strategic Plan, providing for the possibility to redirect the existing resources —according to their availability— towards the identified objectives depending on the cost-effectiveness, efficiency and results achieved.

The consistent and timely implementation of RBM would improve the effectiveness, efficiency, transparency and accountability of the Union.

Taking into account the information provided in the background section, the undersigned administration request the following:

– The Council Working Group on Strategic and Financial Plans 2028-2031 to take appropriate actions to reflect the Results Based Management approach in structuring and developing the Strategic Plan 2028-2031 and the respective Financial Plan 2028-2031.

– The development of the ITU Strategic Plan 2028-2031 should be based on some important elements, such as: development of an organizational results framework, with clear objectives and indicators; identification of clear and measurable objectives; establishment of quantitative performance indicators and related qualitative assessment measures with associated baselines and targets.

– The Strategic Plan should further envisage regular (once every 6 months) monitoring and assessment of the progress towards the achievement of targeted indicators and results; measuring of cost-effectiveness; linking objectives to the work plans of the staff and the projects, and staff performance appraisal; performance-based rewards and funding; identification of challenges and risks, and ways to implement remedial actions within the 4-year period of the Strategic and Financial Plans.

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